



from left: Roxana Beyranvand, Jill Pardini, Garima Bhatt, Shomari Taylor, Campbell McLean, Mayor Rawlings-Blake, Chris Merriam, Phil Garboden, Amanda Gonzalez, Cristina Duncan Evans, Jason Fair, Daniela Martinez

BALTIMORE CITY MAYORAL FELLOWSHIP

Managing Change: At the Office & On the Streets

At the Office

This week, Johns Hopkins University's 14th president, Ronald J. Daniels and Ballard Spahr, LLP partner Jon Laria addressed the Baltimore City Mayoral Fellows. Mr. Daniels and Mr. Laria spoke of the challenges facing governments when seeking to encourage public policy change. In addition to stressing a general need for tenacity and commitment, both speakers also prescribed detailed analytical approaches to successful change management.

Specifically, Mr. Daniels—true to the academic form—laid out a five-pronged approach tantamount to a theory of change management in the public sector. Rooted in personal experiences from his time in public policy formation while in his native Canada, his wisdom called on the Fellows to: (1) take political interests seriously, (2) to build coalitions, (3) to use academic evidence and guiding principles to tame the policy process, (4) to think about the role of small demonstration projects, and (5) to give serious thought about how to discipline the change process so that change is as equitable as possible for the parties involved.

Jason Daniel Fair, this year's Mayoral Fellow in the Department of Recreation

continued on pg. 2



ISSUE III
JULY 16, 2010

INSIDE:

Fellow Profile:
Amanda Gonzalez

Police Ride Along

BCMF Alumna:
Barbara Zektick

The Department of Finance

Upcoming Events

and Parks, noted that , “President Daniels’ eagerness to share some of the details of his career path with us made it remarkably easy to envision using the principles he expressed and to even start to relate to my own past professional successes and challenges dealing with change.”

Building upon Mr. Daniels’ momentum, Mr. Laria offered insight tailored to the business of encouraging business by public means. That is, Mr. Laria advocated for the Fellows to think about how cities can ensure a competitive advantage for attracting new businesses in a global

marketplace and to also think about the impact of small policy changes on an exponential scale—how a small legal change can impact a host of building and investment decisions. Mr. Laria then opened the floor to a rigorous Q&A session concerning the challenges of local real estate development. Fellows inquired about a host of Baltimore-centric environmental, regulatory, housing-related, and land-use topics. Having provided counsel for some of Baltimore’s most prominent development projects and served on numerous committees for commercial business growth in Baltimore, Mr. Laria’s lessons rounded off a truly dynamic morning.



from left: Fellow Chris Merriam, Ballard Spahr, LLP partner Jon Laria, and Johns Hopkins University’s President, Ronald J. Daniels

On the Streets

How quickly the Fellows were able to take what they learned in the boardroom (read: classroom) and apply it to the real world. At the end of the third week, the Baltimore City Mayoral Fellows participated in a Baltimore Police Department (BPD) Ride Along. Each of the fellows partnered with police officers from each of the city’s five police districts. With bulletproof vests strapped on, the fellows accompanied the officers on a standard Friday night shift from 2:00 p.m. to 11:00 p.m..

Garima Bhatt, this year’s Mayoral Fellow in the Baltimore City Parking Authority, found that there was much to learn. Ms. Bhatt recalls that, “My ride along experience was both enjoyable and eye-opening. While I have always appreciated the police force in Baltimore City and the work they do, I gained a tremendous amount of respect for them for putting their lives on the line every day to create a safer city for us to live in.” Similarly, Daniela Martinez, this year’s Mayoral Fellow in the Department of Public Works, says her ridealong showed her that any strides in public safety must consider the personal needs of the men and women in uniform. Ms. Martinez shared, “The officer I accompanied talked a great deal about her kids, and how grateful she is that they understand the drawbacks—as well as the necessity—of her job. For instance, she mentioned that because her shifts are in the afternoons, she is unable to spend much time with her kids while they are awake. Nevertheless, she makes sure to spend quality

time when possible.”



In addition to considering the familial sacrifices officers must make, the fellows reported an increased understanding about the demands of police work as a profession. That is, the psychological stress from unexpected situations, the customer-service challenge of balancing unflappability with kindness, reduced sleep from frequent overtime shifts, staying up-to-date on new technology.



Mayoral Fellow Profile: Amanda Gonzalez

If there could be a word to describe Mayoral Fellow Amanda Gonzalez, it would be “service.” Ms. Gonzalez, an alum of Florida State University, graduated with more than just an impressive academic record. She also accumulated more than 2000 volunteer hours, while working part-time. During her undergraduate career, Ms. Gonzalez served in several non-profit organizations. She was the Executive Director of the Alternative Break Corps, an organization that coordinates service-learning trips to communities domestically and abroad. She also served three years on the executive board for the Florida State Service Scholars program, mentored freshmen in the Social Justice Living-Learning community, and interned at Florida TaxWatch. In addition, Ms. Gonzalez spent the summer of her sophomore year living in Aranjuez, Spain and worked in a community impacted by HIV/AIDS. She recently completed her first half-marathon through Team In Training, raising over \$1,600 for the Leukemia & Lymphoma Society.

Since 2009, Ms. Gonzalez has been teaching in low-income Baltimore City schools as a Teach for America member. Her desire to further promote positive, sustainable change specifically in the community in which her students reside led her to apply for the Mayoral Fellows program. She wants to use this opportunity to gain a better understanding of the challenges facing the city, as well as the advances the city has made. She also wants to learn what role her unique set of experiences and talents might play in shaping a better Baltimore.

This summer, the Baltimore City Mayoral Fellowship program has assigned Ms. Gonzalez to the Department of Finance, within the Bureau of Budget and Management Research. Her summer project is to review and analyze the bureau’s Guidance Documents to ensure the integrity of the Mayor’s Outcome Budgeting process, which was revamped in 2009. She is also reviewing strategies implemented to prioritize established Mayoral Objectives and to make researched-based recommendations. In addition to truly enjoying her work at the Department of Finance, Ms. Gonzalez feels she has benefited from the additional activities that the fellowship has planned—she particularly praises the diverse subject matter in the Speaker Series.

Ms. Gonzalez is currently a graduate student at the Johns Hopkins University School of Education and plans to pursue a JD/MPP. While her long-term career goals are still being shaped by different experiences, she is certain she wants a career in public service—specifically in city government. That drive and desire, she affirms, “has been solidified through this fellowship.”



“There is nothing more inspiring than knowing, first-hand, the impact that a group of selfless, organized individuals can have on a child or family in need of support,”

- Amanda Gonzalez



Where are they now?

Q & A with a BCMF alumna!

Why did you choose to participate in the fellowship?

Because I was interested in using my law degree to make local government more efficient after law school

Do you feel you made a difference in Baltimore City?

Yes. By redistributing data entry responsibilities from code inspectors to assistants, we got more inspectors on the streets performing substantially more inspections within much less time.

How did the BCMF help shape your life or career trajectory?

It confirmed my suspicion that I could accomplish more and have more responsibility earlier in my career with the City than I could elsewhere or with the private sector.

What was the most important lesson you learned from your experiences as a Mayoral Fellow?

A substantial component of problem-solving is identifying the real problem – which requires carefully listening to anyone with relevant information to provide.

Do you have any advice for current or future Mayoral Fellows?

Develop and maintain good relationships with your classmates and coworkers – you never know when you'll run into them or need them again.

How have you contributed to Baltimore City since your fellowship?

I managed a councilmember's campaign, worked as a temp in the Housing Code Enforcement before getting a permanent job after law school (albeit for three whole days), and I'm about to return to the City to work as a legislative officer for the Department of Transportation, beginning August 2. (And I live there, vote there and pay taxes there.)

Do you have a vision for Baltimore City?

I would like to see the city become more heterogeneous and diverse within its neighborhoods: in land uses, economic statuses, races, cultures, ages, families and values. This promotes activity on the streets during the day and night, which promotes safety; promotes awareness of different lifestyles, which promotes acceptance; and promotes opportunities to distribute both private and public resources more equitably. In my ideal Baltimore City, there is no traffic because people are never traveling en masse in the same direction – both literally and figuratively.



Barbara Zektick

2006 Mayoral Fellow

Housing Code Enforcement

Fellowship Project: streamlining procedures for demolishing structurally unsound structures and following up on issued stop work orders

Degrees/Year Awarded:

B.A., Johns Hopkins University, 2002;

JD, American University Washington

College of Law, 2007

Current Employer/Occupation:

Maryland Department of Transportation,

Secretary's Office, State Legislative

Analyst



Featured Agency:**Department of Finance**

The Department of Finance is responsible for safeguarding the fiscal integrity of the City of Baltimore through the development and implementation of sound financial policies and practices. The Department operates five bureaus to achieve these goals: Revenue Collection, Budget and Management Research, Accounting and Payroll Services, Purchases, Treasury Management. The Office of Risk Management and an administrative section are also managed by The Department of Finance. Amanda Gonzalez is this year's Mayoral Fellow in the Bureau of Budget and Management Research.

On a daily basis, the Department of Finance is responsible for a myriad of billing, advising, and investment functions. Some of these roles include collecting all funds owed to the city, disbursing funds for services and goods rendered to the city, allocating available funds and monitoring city expenditures via the budget process, managing the city's surplus cash and funds held in trust, and accounting for and reporting all funds. Additional functions include conducting citywide safety and accident prevention programs, providing custom printing and graphics activity, and procuring supplies, services, and equipment for most city agencies.

**NEWSLETTER STAFF**

Writers: Daniela Martinez & Jason Fair

Editors: Renee Samuels & Kumasi Vines

Design: Philip Garboden

UPCOMING EVENTS

July 21st

Speaker Series: Baltimore Development Corporation Executive VP, Kimberly Clark; Co-Founder of Seawall Development, Thibault Manekin; and Baltimore City Deputy Mayor Kaliope Parthemos

July 23rd

Team-building Event: Baltimore Orioles: v. Minnesota Twins Baseball Game

